Bath Insights Internship Programme Project Brief

Project title: Governance Effectiveness and Organisational Improvement Internship

Department: Governance

Project theme: Governance Effectiveness and Organisational Improvement.

The project also includes research and analysis.

Capabilities: Critical thinking; Communication; Collaboration; Data literacy; Drive and initiative; Professionalism

Project brief: The University has recently implemented a new governance structure and undertaken an external Governance Effectiveness Review. Alongside the revised Committee of University Chairs (CUC) Higher Education Code of Governance, this provides an opportunity to review how we assess the effectiveness of our committees and develop a more consistent, meaningful and proportionate approach to internal effectiveness reviews.

The intern will undertake a research and evaluation project examining the University's current approach to internal Committee Effectiveness Reviews, including the role and effectiveness of the Committee Observer Scheme. The aim is to identify improvements to how we gather and use feedback, assess committee performance and support continuous improvement.

The project will involve:

- reviewing the University's existing Committee Effectiveness Review processes, including the questions asked, evidence gathered and how findings are reported and acted upon
- researching approaches used by other universities and identifying examples of good practice
- considering how the University's approach aligns with the revised CUC Code and recommendations from the recent external Governance Effectiveness Review
- evaluating the Committee Observer Scheme, including its purpose, the experience of participants and the value it adds to committee effectiveness and development
- exploring how feedback and learning from the Observer Scheme could be better integrated into the wider Committee Effectiveness Review process

- developing a proposed revised internal Committee Effectiveness Survey, drawing on the research findings and considering how feedback from the Observer Scheme can contribute to the overall assessment of committee effectiveness

Strategic alignment: The project supports the University's commitment to effective governance, accountability and continuous improvement. It will contribute to embedding the new governance structure, responding to the findings of the external Governance Effectiveness Review and strengthening how the University evaluates and demonstrates the effectiveness of its decision-making arrangements.

It will also help ensure that the Committee Observer Scheme provides meaningful opportunities for engagement and learning, and that insights from the Scheme contribute to the University's wider approach to governance effectiveness.

Scope and feasibility: The project is designed to be achievable within eight weeks, with access to relevant University documents, guidance from the Governance team and opportunities to engage with colleagues involved in committee governance and the Observer Scheme.

The intern will not be expected to conduct formal effectiveness reviews or make governance decisions. Instead, the focus will be on research, evaluation and developing practical proposals that the Governance team can subsequently refine and implement.

The internship will provide opportunities to develop research, analytical, problem-solving and communication skills, without requiring prior knowledge of university governance.

Main outputs or deliverables: By the end of the eight-week internship, the intern will produce the following deliverables:

1. A short evaluation report (approximately 5–8 pages) summarising findings from the review of current Committee Effectiveness Review arrangements, benchmarking against other universities and evaluation of the Committee Observer Scheme, with practical recommendations for improvement.
2. A proposed revised internal Committee Effectiveness Survey, informed by the revised CUC Code, findings from the external Governance Effectiveness Review and consideration of how feedback from the Committee Observer Scheme can be incorporated. The survey should be suitable for piloting across the University's committees.
3. A short presentation (10–15 minutes) to the Governance team and the Provost & Deputy Vice-Chancellor, summarising the findings, proposed improvements and recommended next steps. (The Provost & Deputy Vice-

Chancellor takes a keen interest in governance matters and is sponsoring this internship.)

Together, these outputs will provide an evidence-based assessment of current arrangements and a practical tool to support a more consistent and meaningful approach to evaluating committee effectiveness.